

# Infosys Limited Investor AI Day 2026

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So good morning, and welcome. I think with that session from Nandan, I am sure you have a lot of clarity and a vision of where the industry is going, where AI is going and what are the real issues that one needs to look at. I want to share, in the next few minutes, where we see the opportunity today in AI services and how we are planning to go after it. In fact, already how we are going after it, and give you examples of that.

So first, one of the things we have learned again and again is what we see from our clients is that our clients trust Infosys in driving and delivering AI work. And throughout the day, we want to share with you several client examples. Here are a few quotes, the first one from the CEO of a large telco, where we are doing extensive amount of AI work and how he sees the value that Infosys brings, another one from a COO, another one from a CIO. And these are the sorts of examples that drive how we have built our approach, how we are executing on the AI journey.

So today, we are doing AI work for 90% of our large 200 clients. So this is not something which is just here and there in pilots. In terms of the scale, it is across many things. It is small and large parts of large programs with large clients. What we have now done is introduced a way to look at what we are doing through an AI-first value framework. And this framework we are putting together in this Hexagon, which I will share in a few minutes in some detail what we are driving through with it.

We essentially see six large areas where there is growth opportunity for AI services. And I will go through this in a little bit. We will also have each of our different leaders, from their different perspectives, give you specific examples in each area.

First, AI strategy and engineering. This is really the area where we do a lot of strategic work. You will, in fact, see one of the client examples I shared where the CEO is engaging with us. There are several others we will share later. And you will see some videos of this as well. So we are doing a lot more AI strategy work. Infosys is a lot more engaged at that level, because AI is central in that sense to all of those conversations. But the building of agents, the orchestrating of what the platforms are, what the agents are, which are agents which are built by Infosys, which are agents built by clients, which are agents built by third party, and how to make all of that come together.

Second is data for AI. Data is absolutely critical. As I am sure most of you already have seen, each large enterprise is protecting its data. No one in the enterprise world, unlike in the consumer world, is sharing data broadly with the AI foundation models. Everyone is building their own data, and there is a lot of work to be done to make enterprise data ready for AI in this new era.

The third is process where a lot of business process that exists today, whether it was technology enabled or whether it was not, is being driven by agents into new worlds. One of the biggest areas

we see here, of course, is customer service and the customer service business case is driving huge change in how process is going to change with the AI world.

The next, again, you heard from Nandan, the legacy modernization piece. This is a massive, large opportunity that we are seeing. In addition to customer service, one of the largest opportunities, where we are essentially taking large legacy organizations. We will actually share a couple of examples of this, of the work we are doing at scale and bringing them away from the legacy landscape into the modern landscape.

Physical AI is something quite new where AI software is embedded into devices, and that is becoming a growth area because everything will have AI built into it.

And then AI trust, which is both about the trust and cyber, but it is also about responsible AI, which is something where Infosys is leading in making sure that things are built with a view to keep responsibility in mind in the scaling of IT systems.

So these are the six new areas that we are seeing. This is a large opportunity set, and this is where we see a lot of the growth coming.

Now here are some examples of clients we are already working with. Throughout the day, in a little bit more depth, each of the leaders from Infosys will share one or two client examples. We will also have some videos to have the client share, from their perspective, how Infosys has supported them in this AI journey.

So what I am showing you in the Hexagon in the AI value framework is not theoretical. These are things that are actually happening on the ground with Infosys. This is what we are executing. And this for us today represents 5.5% of our revenue in Q3, and it is growing at a robust pace. And this is something which is extremely dynamic. It is something that is working extremely well with our clients.

Now, this at the high level of six big blocks is something that we have as a visual of Hexagon. But within the company, we then break it down to 30 offerings, and then those get broken down to 100 sub-offerings. And each of those are things that are being enabled with our engineers and with agents built on Topaz, which we will talk a little bit more about later on. And with partnerships, you saw one of the announcements this morning but we are working with each of the large AI players in very close coordination to make our clients more successful.

And all of this is the way we are now going to our clients. So each client discussion today is focused on the Hexagon plus the 30 plus the 100. And what is it that we can now work with you as a client executive to make it real for you the AI benefit, whether it is for revenue growth, whether it is for cost optimization, whether it is for innovation. So our entire go-to-market team, all of our segment leaders,

all of our practice sales leadership are working with clients with this format to make sure that the AI becomes more and more embedded into the work that we are doing with clients.

And this is pulling back a little bit. We have always talked about Navigate Your Next. This is how we are looking at the journey. The Navigate Your Next has changed, because technology changes, and this Next is about AI. It was different in the previous Navigate Your Next, but the Navigate Your Next concept, the client relevance remains the same. Where we are coming from today, the issues that Nandan shared, where we are going in the future, what the opportunities are, and what are our strengths.

Our strength is absolutely clear - the understanding of what the client landscape is. There are some clients that we work with where we have probably as good understanding of their landscape as some of the client teams have. And this makes a huge difference in how we navigate through that, through our AI toolkit. Our domain knowledge, our engineering talent, which, with our training, I have always believed is one of the best that there is, and the platform and IP that we have built, which again, we will highlight a little bit later today.

Now there is a dynamics in AI services, which all of you know and we understand. One, there is a huge opportunity. The one that I mentioned, the 6 areas with an external analysis, we understand that the opportunity is between \$300 bn and \$400 bn in the year getting to 2030, so over that time frame at that time in 2030.

At the same time, we have several entities, have made estimates. We have our own views. The AI productivity leads to compression in IT services. However, today, we have a clear view that the opportunity is massive and large and that will become the driving force of what we will grow and drive through in the next coming years.

Now in putting all this together, we have created our own playbook, and this is essentially what we want to share with you in depth today in each segment of the day. Of course, my vision and objective is that we unlock all of the AI value for our clients, and we are absolutely on our path to drive that. There is one set of discussions on the new services, what we are calling AI first. So with our delivery leadership, with our segment leadership, we will share with you what it means, where we are doing it, what are the examples, what are the benefits.

Then we have AI augmented services, where we are taking all of our services and making sure that AI is infused into it to become even more relevant for clients. And again, our delivery leadership will share with you some examples of where that is working and how we are doing that.

And then we have foundational components, our platform, our IP, what we built in Topaz Fabric, which we want to share with you in a little bit more detail. We have a set of agents that we have

already built that are ready to deploy. We have things that we can drive with our clients to build their own platforms, so showcase that.

Our partnership ecosystem - this is extremely critical in this new era. And the partners are not only the partners that existed in the past. There are some new partners, both large and small, that are extremely relevant, and we already have a very strong ecosystem and a way to go to market with those partners.

Our talent and culture, which we think is critical and how we are reshaping it. We are going through a huge reskilling process. As you have seen from the announcements over the last several quarters, our approach has always been on reskilling and making sure that our team that we have builds up to the new, and we are recruiting.

We continue with our recruitment. We have recruited 20,000 college graduates this year and through March, that will be the number. And next financial year, we also have a plan to recruit 20,000 college graduates, we want to talk about the talent and culture approach we have.

And then on the brand, we have a leading brand in the market. Our brand is one of the fastest growing. And what are we doing to keep that or do even better in the brand in the AI world. That is how we are actually getting a lot more connects with the CEO client base, which is what you need to succeed in the AI world.

So that is our playbook, and we will showcase that to you throughout the day.

With that, I will close, and I will pass it on to our delivery leadership team to go ahead with the rest of the presentations. We will, of course, come back at the end of the day, Jayesh and I, to discuss your questions and give you some more views on where I see things are going. Thank you for that.